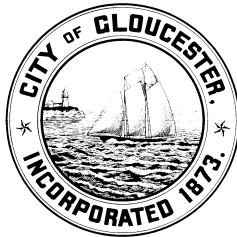


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CITY OF GLOUCESTER
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Members:

Rick Noonan, Planning Board
Paul Vitale, Fisheries Commission
Ralph Pino, Waterways Board
Greg Verga, City Council
Paul McGeary, City Council

Jeffrey Amero
Ann Molloy
Marcy Pargent
Ron Schrank [Absent]
Alternates: Mike Potter &
Steve Cefalo

Also in attendance: Sarah Garcia; Kathryn Glenn, MA CZM; Patti Page; Valerie Nelson; Sunny Robinson; Kevin Hively, Ninigret Partners; and Mike Driscoll, MA DCR Waterways.

2013 Harbor Plan

August 14, 2013
3rd Floor Conference Room, City Hall
7 - 9 pm

Meeting called to order at 7:02 PM by Chair Rick Noonan.

Approval of Minutes from May 21, 2013. Corrections: Page 2, bottom, Ms. Glenn's statement: "...that a Harbor Plan can meet the DPA requirements in creative ways. For example, if buildings are going to be taller than are outlined in the DPA..." should read: "...that a Harbor Plan can meet the *Chapter 91* requirements in creative ways. For example, if buildings are going to be taller than are outlined in the *Chapter 91 regulations*..."

MOTION: On motion by Councilor Verga, seconded by Councilor McGeary, the Committee voted to approve the minutes from May 21, 2013 as amended.

Presentation and Discussion with Harbor Plan Consultants: Kevin Hively, Principal, Ninigret Partners.

Ms. Garcia stated that the core objective of this Committee is to develop a business plan to outline the desired changes for the Harbor and the chosen consultants will help achieve this goal. **Kevin Hively**, Ninigret Partners introduced himself and Ninigret Partners and provided a brief background. He stated that Tim Love, Utile Design, will be focusing on the downtown design

and Tom Skinner, Durand and Anastas, is the regulatory expert for the team. He views the Committee as his client and is open to hearing feedback and engaging with members. **Mr. Hively** provided a handout and reviewed the schedule of the proposed project. Part of the process will be doing a listening tour which will involve asking in depth questions of businesses. Representatives have already been in Gloucester talking with random people downtown. **Mr. Hively** walked through the “Conceptual Approach to Gloucester Maritime Economy Opportunity Analysis” portion of his handout. He stated that it is important to study how businesses and industries are organized in Gloucester, especially in regards to how they interact with and access the waterfront. This will be primarily an economic development strategy that will then translate potentials for economic growth to a physical fit for Gloucester. An important part of this process will be to research whether or not businesses or industries will physically fit into the harbor and on the working waterfront. They will also be soliciting a lot of feedback on the proper way to determine, within a range of potential catch, what is necessary to support the fishing industry. **Mr. Hively** reviewed the “Project Flow” portion of the handout. Once the options have been determined it will be up to the Committee to determine what direction to proceed in. Gloucester will have the advantage of being able to leverage a lot of work being done in other areas.

Councilor McGeary asked if this would be done within the constraints of the DPA or will it be just what is possible. **Mr. Hively** responded that it will likely be looked at both ways and that question will be addressed throughout the process. There will need to be a balance with the DPA. It is going to be important to understand what the classic Gloucester is and also what the rules of the fishing industry might be in the future. **Ms. Garcia** stated that there has been a lot of discussion regarding the growing markets and which ones might be able to grow the industries in Gloucester. Ninigret Partners will help filter what options are most realistic for Gloucester. **Mr. Hively** further explained what is meant by breaking apart the industry in order to understand what is needed and what fits. He gave the example of a community that wanted to establish a shipyard that was not viable because there was no land wide enough. This process will help eliminate options that are not viable and better understand what is required for changes that are feasible. Once that point is reached how to proceed becomes subjective.

Mr. Hively stated that casual conversations have been initiated and he is ready to go. **Mr. Amero** asked how and where Mr. Hively will be gathering information regarding trends and anticipated growth rates of the fishing industry. **Mr. Hively** responded that in some cases there are people and analysts following the trends and other cases will require thinking about the stock restoration issue. He added that it will be a range and not a set number. **Ms. Garcia** stated that despite being told several years ago that marine biotech is too small a niche for Gloucester, there are multiple locations that are making money off of that industry. **Mr. Hively** stated that for marine biotech, ocean energy, marine research, and seafood it will be easy to establish a methodology. Marine biotech will be broken into three pieces: specimen collection, seaside research, and work that can be done in a wet lab anywhere. **Mr. Hively** discussed more specifically some examples of how this breakdown might look. **Ms. Molloy** asked Mr. Hively to elaborate on what is meant by regulatory “sniff test” on the Project Flow slide. **Mr. Hively** stated that what is meant by that is they will be discussing with some experts to determine the relevant regulations for Gloucester and any changes to the Harbor. **Councilor McGeary** asked Mr.

Hively to clarify what he meant when he stated that marine biotech would be easy. **Mr. Hively** stated that what is easy is determining what their value is in a market analysis, but breaking them down into their various pieces will be more difficult.

Mr. Vitale stated that he would like to see more of the robotics research in Gloucester and that the DPA is very important. He also stated that the vacant lots need to be revitalized, especially the vacant dockage. In his experience there are many marine biology students who cannot find work because the market is flooded. There are people in Gloucester who think there should be a focus on one industry, but all of these industries are interconnected and should be complementary. There was discussion regarding a pleasure boat that is unable to dock in the Harbor. **Mr. Pino** stated that there is serious disagreement among the committee members regarding the DPA. He views the DPA as a hindrance with a lot of negative attributes and believes it should be lifted. **Mr. Potter** stated that he believes as long as the DPA is here the Harbor will never be developed. If you provide an infrastructure for people they will come, but trying to find people to come to Gloucester when there is not a place for them is ridiculous. He continued by saying the zoning has to be made to accomplish what is desired. Whether or not the City of Gloucester has zoning for the Harbor as a district is something that needs to be addressed. He believes that docks and slips for anything that floats should be a priority. **Mr. Potter** also believes that Chapter 91 will have to remain in place as it would be too difficult to have it lifted. He suggested that one strategy could be to have the 25% rule apply to the Harbor as a whole and charge a fee for alternative uses. This fee would then be used to purchase other property in the Harbor for public access. He discussed in further detail how this regulatory strategy would work.

Mr. Garcia stated that Utile will be able to provide various scenarios in order to help address the various opinions of the Committee. **Mr. Potter** provided a handout for the Committee regarding his regulatory scenario. **Mr. Hively** stated that it is his job to tell the Committee what is viable for Gloucester and his organization has a lot of experience with industrial development. **Mr. Cefalo** asked what the deliverable will be for this project and stated that the City at large should be asked what they want for the Harbor. **Mr. Hively** stated that his job is to build out what some of these options would mean for Gloucester. Some of the ideas around the various industries are interesting, but he sees the physical size of Gloucester as a challenge because all of the parcels are small. There are only five parcels that can support a building of 25,000 square feet. **Mr. Hively** and his associates will give a variety of scenarios and what they will mean for Gloucester, but then it is up to the Committee to decide what is actually done. **Mr. Vitale** stated that he agrees that size is going to be a struggle for the Harbor Plan. **Mr. Hively** stated that he is not vested in what sustainable model is selected, that is up to Gloucester. These scenarios may help address some of the challenges people see with the regulations once there is clarity about options for the Harbor. He has worked on a more flexible approach to zoning that focuses on performance issues such as noise, vibration, smell, explosion, and others, which may be useful for his work in Gloucester. **Ms. Glenn** stated that the storage of boats is allowed in the DPA, but dockage for transient boating is not. **Ms. Pregent** stated that as a property owner she does not want to give up property to allow for a harbor walk, but she does want to talk about other options.

Ms. Molloy asked where the DPA review is currently. **Ms. Glenn** stated that there will be a public meeting in September and the draft needs to be completed by December. The final decision will be released in January. **Mr. Pino** stated that the DPA review will not make the major changes that are necessary to further develop the Harbor. **Ms. Pregent** asked what Gloucester is getting for being in the DPA and if the answer is nothing, we should ask for it. **Councilor McGeary** stated that part of why Gloucester became part of the DPA was to prevent the market from doing its will in the Harbor. It is doing a favor for the Commonwealth and we should be getting something as well. The Harbor is an asset that is important enough to the whole Commonwealth that it needs to be preserved. **Ms. Garcia** stated that in 2008 listening sessions were conducted to determine community value and the idea of a working waterfront was highly valued. People have voiced that they do not want a residential waterfront. The consultants that were hired will look at what options there are for keeping the Harbor working. It could be left up to the market to determine, but sometimes the market is not obvious. **Mr. Pino** stated that he does not believe that Condos should be eliminated as an option for the Harbor, but maybe not for first floor. The reason that docks are falling into the water is because they are not worth anything. **Councilor McGeary** stated that what it seems Mr. Hively will be doing is providing a list of options and determining whether or not they are compatible with the DPA and local zoning. The Committee is assuming that the DPA will remain in effect. Hopefully the alternatives presented will maximize the value of the Harbor within the DPA.

Mr. Hively stated that this project will have failed if there are not viable, actionable options at its end. There are a lot of examples of the issues that the Committee is grappling with currently. The question for the Committee is what path they want to go down. **Mr. Cefalo** stated that there are many places in the DPA currently that do not comply and there are aspects that do not make sense. **Mr. Hively** stated that the complexity of the DPA is one reason why Tim Love is on this team, because he has the expertise to approach this flexibly. **Ms. Pregent** does not want to necessarily remove the DPA, but there needs to be a mix of working waterfront. She added that it was refreshing to hear someone be optimistic for when the catch shares increase and keeping in mind the need to be able to accommodate the fishing fleet. **Mr. Hively** stated that one thing that is very interesting in Gloucester is that it is a very unique tourist product. It is a working waterfront that is manageable and not offensive, but provides an authentic experience. Newport is now realizing that they are about to lose their lobster fleet because of the changes that were made. **Ms. Molloy** stated that condos are a one-time hit and do not provide jobs. Increasing the jobs on the waterfront needs to be a priority. **Mr. Hively** stated that because of the parcels of land a lot of the work may need to be done on the water. **Mr. Pino** stated that he does not believe that most of the parcels in the Harbor will support much of anything. **Ms. Garcia** stated that this Harbor was compared to Santa Barbara fifteen years ago. Santa Barbara is upfront about the restrictions of the size of land and expects businesses to outgrow their space eventually.

Ms. Molloy asked that since the Building Center is already non-conforming use in regards to the DPA, could another non-conforming business move onto that plot. **Ms. Glenn** stated that no, once the use changes they would need to conform. **Mr. Noonan** stated that one of his hopes is that Gloucester does not miss out on opportunities because of its five or ten year plan. **Mr. Hively** stated that communities that provide a public utility should be getting paid for it. **Mr.**

Potter suggested that this funding could even come in the form of financing for property owners who cannot afford to repair their docks. **Mr. Noonan** asked Mr. Hively if there are one or two aspects of this process that he views as particularly difficult. **Mr. Hively** stated that how people want to think about the future of the fishing stock and the servicing of boats will be two of the most difficult discussions. There was further discussion regarding what research and data will be utilized throughout this process. **Mr. Hively** added that there will need to be assumptions made regarding the capacity need for the future of the fishing industry that will not be perfect, but they need to be good enough for those involved in this process.

Valerie Nelson stated that it is important to listen to some of the emergent ideas that Gloucester could take the lead on. **Mr. Hively** stated that he is very open to all of those ideas. **Sunny Robinson** stated that the issue regarding how the fisheries gets assessed is not an unsolvable problem as there are people who can help critique the research, such as Sarah Robinson. One of the huge dilemmas is the misuse of the Saltonstall-Kennedy funds throughout the years. **Mr. Hively** stated that an order of magnitude will have to be determined.

Mr. Vitale stated that there are always huge grants for small shipyards and neither of the two in Gloucester seems to get support from those grants. He believes this Committee should assist these shipyards in obtaining some of these grant funds or other forms of assistance. He added that the needs of current businesses should be considered.

A motion was made, seconded, and voted unanimously to adjourn the meeting at 8:54 PM.